Multi-Level Marketing in Non-Store Retail Format:

A Study of Multi-National Corporations in India

With Reference to Uttar Pradesh

A

SYNOPSIS

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IN

MANAGEMENT

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INTRODUCTION

"If I would be given a chance to start all over again, I would choose NETWORK MARKETING"

-Bill Gates

Today's scenario of bottleneck competition has puzzled the companies and forced them to provide quality products. In order to achieve pre-defined objectives, these companies have adopted various marketing tactics, practices, strategies and concepts. Gradually, a new paradigm of relationship marketing has emerged in which Multi-Level Marketing is one of the prominent and rapidly growing concepts in 21st century.

Multi-Level Marketing is a business model of Direct Selling in which consumers get products directly through the network of consumers instead of stepping the retail stores. These consumers are also known as Networkers, Independent Business Owners, Independent Agents, Business Associates or Independent Distributors. These Networkers are authorized persons to sell the company's products and develop their own organisation of consumers for which they receive commission, sales-profit and other rewards

In Multi-Level Marketing, Networkers recommend and promote the products by adopting "Inside out approach" in the following manner:

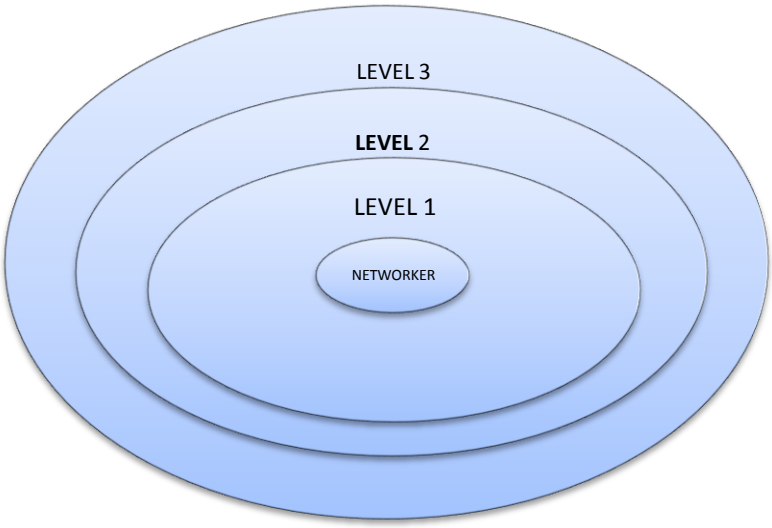

Figure.1: Inside out Approach of Networking

As depicted in Fig. 1 Networkers first approach family, relatives, neighbours and friends that come in first circle. Acquaintances are approached thereafter, then the real business comes through the third and outermost circle of strangers have unlimited potential.

Multi-Level Marketing(MLM) is also known as Network Marketing, Referral Marketing, Word of Mouth Marketing but in today's business world most popularly it is called Networking.

Networkers further develop their organisations for various benefits rendered by Multi-Level Marketing compensation plans as depicted in Fig. 2:

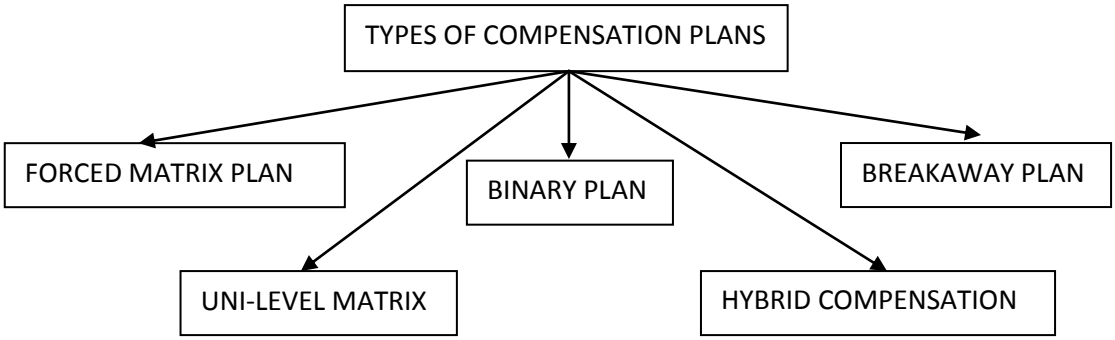

Figure.2: Compensation Plans of Multi-Level Marketing Companies

In Forced Matrix Plan companies allow the Networkers to have a specific number of people at each level. Binary Plan facilitates Networkers have to build only two legs i.e. left leg and right leg and in Breakaway Plan, Once Networkers have attended certain achievement level in the compensation plan their sales volume is no longer counted in new sales.

Further in Uni-level Matrix Plan, the Networker can sponsor as many people as networkers in his front line and Hybrid Compensation Plan have used more than one compensation plan.

- RELEVANCE OF MULTI-LEVEL MARKETING

The relevance of Multi-Level Marketing business can be summarized as follows:

- Less investment

  Multi-Level Marketing is a great way to get started with your own business without making large investment.

- Work flexibility

  Multi-Level Marketing provides the time flexibility as part time or full time option from home or anywhere and there are no scheduled office hours.

- Everybody's Business

  Anybody who has attained the age of eighteen can join and start the business with any level of educational qualification.

- Opportunity to earn extra income and legacy

  With the help of Multi-Level Marketing one can have opportunity to earn extra income and residual income which is a passive income received over and over again.

- Personality development

  Multi-Level Marketing inculcates Entrepreneurial, Leadership and Management skills among networkers through training programs organising by companies occasionally.

- Quality product.

  It provides better quality and variety of products at reasonable price by cutting the cost of celebrity endorsements advertising and distribution channels.

➢ CHALLENGES IN MULTI-LEVEL MARKETING

Despite of various advantages discussed earlier, the Multi-Level Marketing companies and their Networkers face the following challenges:

- Lack of awareness

  The foremost problem is lack of awareness in public for Multi-Level Marketing concept. In general people do not have adequate knowledge about Multi-Level Marketing which leads to misconceptions.

- Inappropriate government support

  Lack of proper Government support to establish or run Multi-Level Marketing companies in India results in legal distortion in their working and solving grievances of consumers.

- Lack of proper training

Sometimes it is observed that MLM companies do not provide proper training to their associates which results in dissatisfaction regarding companies and their products.

- Relationship issues

  MLM Networkers offer the products to their friends and family as they come in the innermost circle and influence them to buy even when not needed. This under influence distorts relationship.

- Morality and ethics

  In some Multi-Level Marketing companies Networkers adopt unethical practices to increase their sales and profits.

➢ REGULATORY BODIES FOR MULTI-LEVEL MARKETING

For regulating and controlling the practices of Multi-Level Marketing companies in particular countries and worldwide there are two Apex organisations at International level and National level.

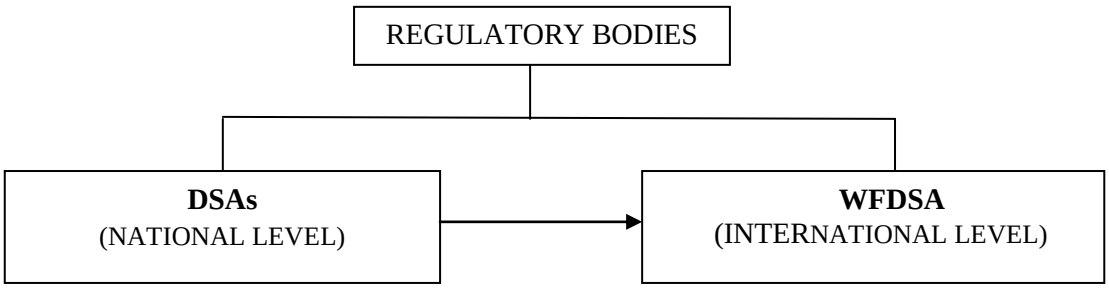

Figure 3: Relationship of Regulatory Bodies

WFDSA (World Federation of Direct Selling Association)

It is a non-Government, voluntary organization globally representing the direct selling industry as a federation of national direct selling associations, founded in 1978. WFDSA's membership consists of more than 59 National Direct Selling Associations.

DSA (Direct Selling Association)

The DSA (Direct Selling Association) is a lobbying group for the Multi-Level marketing industry in different countries. In India it is IDSA (Indian Direct Selling Association) incorporated in Mumbai in 1996 and moved its registered office to New Delhi in 1998 from where it continues to operate. It is an autonomous, self-regulatory body for the direct selling

industry in India. The association acts as an interface between the industry and policy-making bodies of the government.

Other laws and regulatory bodies includes the prize chits and money circulation schemes (Banning Act 1978), Ministry of Corporate Affairs India, FICCI (Federation of Indian Chambers of Commerce and Industry), Ministry of Consumer Affairs and SEBI (Securities and Exchange Board of India).

GENESIS OF MULTI-LEVEL MARKETING

The first Multi-Level Marketing company Nutrilite was established by Carl Rehnborg in America. Previously this company was known as California Vitamin Corporation for selling vitamin supplements. Since 1934 vitamin company Nutrilite has been selling its products directly to consumers.1941 onwards, Nutrilite began to sell its products using a Multi-Level marketing program.

The company was involved in production and sale of food supplements for which it had developed a particular and unique method of marketing. The organization's compensation programme has encouraged each of its networkers to build up their own independent networks which were responsible for selling and distributing the company's products.

Networkers were rewarded proportionately according to the contribution that they made to the overall profits of the company. The networkers were rewarded not only for the sales achieved by them but also their team. This characteristic distinguishes Multi-Level Marketing from other forms of direct selling.

History has documented that Nutrilite played a crucial role in the way network marketing evolved

In 1950 Rich DeVos and Jay Van Andel became distributors for Nutrilite but in 1959 they formed their own manufacturing company called the American Way (Amway).

In 1972 they acquired Nutrilite as a division of Amway which made Amway the largest seller of nutritional supplements in the world. In 1994, Amway took full ownership of Nutrilite company and merged the food supplement products into its portfolio.

During the same time period many more well established companies like Tupperware (*Orlando, USA* 1946), Tianjin Tianshi (Tianjin China 1995), Oriflame (Stockholm, Sweden, 1967), Herbalife (Los Angeles, California United States, 1980) and Avon Beauty Products (New York City 1886) also germinated and have their presence in different countries of the world today.

In 1990, 25% members of DSAs used MLM concept and in 1999, 77.3% of members of DSAs involve in MLM. By 2009, 94.2% of DSA members were using MLM accounting for 99.6% of sellers and 97.1% of sales[1]. Now all Direct Selling members of DSAs used Multi-Level Marketing concept.

PRESENT SCENARIO OF MULTI-LEVEL MARKETING IN INDIA

Multi-Level Marketing has presence in four regions i.e. Asia/Pacific, America, Europe and Africa/Middle East with 125 countries including India. Now in business world Multi-Level Marketing is a well established and prominent industry in almost all parts of the globe.

It achieved 91% growth in the last decade. Multi-Level Marketing and Direct Sales profession made a record in 2015 with $183,729 (USD millions) in Global Industry[2]. There are around 57 million people in Multi-Level Marketing companies worldwide. Direct selling associations' project that multi-level marketer will recruit more than 200 million new distributors into the business worldwide in the next decade because Asian markets are expanding rapidly.

In India, the direct Selling market is estimated at INR 8000 crores and is projected to grow up to INR 34000 crores in 2020 [3] and INR 64,500 crores by 2025 according to recent joint study by the Federation of Indian Chambers of Commerce and Industry (FICCI) and the global consulting firm (Klynveld Peat Marwick Goerdeler) KPMG.[4]

According to the CEO of Amway India Anshu Budhraja "It is a great self-employment opportunity and in the next ten years, the number of direct sellers is expected to grow to 18 million from the current 5 million."[5]

In India, some well known MNCs of Multi-Level Marketing industry like Amway, Herbal life, Oriflame, Tupperware and Avon Beauty entered in India 20 years ago and now many national

companies and MNCs has listed in IDSA for conducting their business activities legally as follows[6]:

MNCs	INDIAN COMPANIES
Amway	K-Link healthcare
Avon	Daehsan Trading
Herbal life	Modicare Ltd.
Tupperware	Vestige
Tiens	4life
Oriflame	Altos
Unicity	Glaze

Table 1: Listed Companies in IDSA

But this industry is still in the evolutionary phase because of two giant blocks. The first is the lack of education and knowledge on Multi-Level Marketing among people and second is lack of an exclusive regulatory framework for distinguishing the Multi-Level Marketing companies and companies using illegal pyramid and Ponzi schemes in India. Due to these giant blocks, Multi-Level Marketing industry and networkers face allegation issues and legal problems.

For coping with such challenges, now Government of India and Regulatory Authorities along with the IDSA have set norms for everyone who intends to run a Multi-Level Marketing Company in our country. Few states of India like Kerala, Gujarat and Manipur have taken a positive initiative to set up guidelines for governing Multi-Level Marketing companies.

PROFILE OF SELECTED MNCs IN INDIA

The researcher has considered only IDSA listed Top three MLM MNCs based on growth prospects, revenue generation and popularity. These companies are Amway India, Avon and Herbal life.

AMWAY INDIA

Amway (American Way) India is a fully owned subsidiary of Amway with headquarters located in Ada Michigan, USA, founded by Rich DeVos and Jay Van Andel in 1959. It is one of the largest direct selling companies in the world with US $ 9.5 billion revenue in 2015 and has presence in over 100 countries & territories with 21,000 employees. Amway's innovation and

industry-leading research and development has more than 1,150 patents. Amway has more than 950 scientists across the globe and 75 R&D and quality assurance laboratories worldwide.

Amway has over 140 products in five categories – Personal care, Home care, Nutrition & wellness, Cosmetics and Great value products with almost 70% of its revenue coming from personal care, wellness and nutrition segments. Nutrilite contributes more than 50% of Amway India's turnover for which actor Farhan Akhtar is the brand ambassador.

Amway started its operations in India in 1998 and its corporate office is situated at Gurgaon, Haryana. It provides income generating opportunities to more than 550,000 active distributors and more than 60% of these are women.

AVON BEAUTY PRODUCTS

Established by David H. McConnell in 1886 from a small New York city office, the company started its fragrances business. Now the company has completed 130 years of beauty, innovation and optimism for women. Avon products include well-recognized and beloved brands such as ANEW, Avon Colour, Avon Care, Skin-So-Soft, and Advance Techniques sold through nearly 6 million active independent Avon sales representatives. The company for women is a leading global beauty company with revenue of $ 6.16 billion in 2015. As the world's second largest direct seller its products are available in over 143 countries. Its product line includes colour, cosmetics, skincare, fragrance, and fashion and home products. In Dec 2013, the employee strength was 36700 and 6.4 million representatives in 2014-15.

In India the company started operating from 30 June 1995 and its registered office is situated at Gurgaon, Haryana.

HERBAL LIFE

Mark Hughes founded Herbal Life in 1980 and it has headquarter at Los Angeles, California, United States. Their products related to nutrition, weight-management, energy and fitness and personal care are available exclusively through a network of approximately 3.2 million independent distributors in 95 countries in July 2015. The company sponsors world-class athletes, teams and events around the globe including the LA Galaxy and FC Barcelona soccer

clubs, as well as champions in more than 15 other sports. The company has over 7,800 employees worldwide and reported net sales of US$ 4.47 billion in 2015. In India, the company starts its operations in November 1999 and its office is situated at Bangalore.

REVIEW OF LITERATURE

International Reviews

- STEVEN W. KOPP (2016) explained in the research paper titled "Tell all your friends: Multi-Level Marketing is an organizational structure for (economic and personal) growth" that prohibition or strict regulation needs to be carefully weighed against the potential benefits of MLM organizational structures and operations. Multilevel marketing and other direct sales channels of distribution may facilitate economic development first by employing people who may have little business experience and by making products available to consumers in markets where few other retailers may be able to reach. The MLM business method provides a legitimate alternative strategy to traditional retailing.[7]
- ELISABET SIAHAAN, PRIHATIN LUMBANRAJA, YASMIN CHAIRUNISA (2014) in the study "A Career Success of the Distributors in Multi-Level Marketing (MLM) Company" has identified that the entrepreneurial competency, commitment and motivation simultaneously affect the career success of the distributor in MLM company. He also identified that the entrepreneurial motivation is a moderating variable which strengthens the influence of entrepreneurial competency with career success of the distributors in MLM Company.[8]
- BASHILLEBRAND & WIM G. BIEMANS (2011) discussed in the study "Dealing with downstream customers: an exploratory study" about the firms being aware of the importance of downstream customers but frequently failing to establish effective relationships with them. Further, they identified several barriers that hamper orientation of downstream customers and showed how firms may deal with these barriers.[9]
- ZHIZHONG JIANG et al. (2010) "Exploring trust vis-à-vis reliance in business relationships: A qualitative analysis in the UK construction industry" Trust is relevant but

not a sufficient condition for developing and sustaining buyer-supplier relationship. The objective rationality requires that business relationships are centered on organizational needs and benefits which necessitate the rational standard of inter organizational reliance[10]

- V.P. LAU (2007) discussed in his study "Entrepreneurial Career Success from a Chinese Perspective" about the entrepreneurs' career success differing from success of general employees. Promotion and employment levels are often used as a dimension of career success. However, these are not suitable for the assessment of entrepreneurial success because they are generally categorized as business owners who usually have a position at the top level[11]
- AIHWA CHANG & CHIUNG- NI TSENG (2005) in their study "Building customer capital through relationship marketing activities: The case of Taiwanese Multi-Level marketing companies" explored value equity and brand equity having significant effect on customer acquisition and customer retention. Customer acquisition has a significant "feedback" effect on value equity, and relationship equity affects brand equity positively[12]
- FITZPATRICK ROBERT (2004) conducted a study "The Ten Big lies of Multi-Level Marketing". He analysed the MLM process and unearthed some lies surrounding Multi-Level
- Marketing. He reached the conclusion that MLM business is primarily a scheme to continuously enroll distributors and small amounts of product are retailed to consumers. He described the 10 biggest lies found in almost every MLM business[13]
- JAMES A. MUNCY (2004) in his study "Ethical Issues in Multi-Level Marketing: Is It a Legitimate Business or Just another Pyramid Scheme?" stated that marketing students are generally contacted by MLM agents to join the system. These students then ask their marketing professors regarding the system. He has developed five questions which a student should ask before joining such system and the answers of that questions can guide them for future.[14]

- C.JAYAWARDHENA, L.T. WRIGHT & R. MASTERSON (2003) conducted a study on "An investigation of online consumer purchasing" that mainly focused on how demographics factors like marital status, gender, age and income level affect the motivation of consumers in buying products directly. Marital status, age and income level of consumer showed direct impact whereas gender had no significant impact. [15]
- D.S. MALEWCKI (2003) mentioned that commitment is seen as a motivation phenomenon in context of entrepreneurial networking in the organizations as well as an attachment to the organization. He also found that commitment has three continuous affective and normative components.[16]
- DARYL KOEHN (2001) in a study on "Ethical Issues Connected with Multi-Level Marketing Schemes" stated that MLMs bring various challenges because of their similarities to the pyramid schemes. The features of a pyramid scheme stress more on recruiting new members rather than selling the product, require high entry fee and pressurize the members to buy products for their own consumption.[17]

National Reviews

- BINDU AGGARWAL & DEEPAK KUMAR (2014) in a study on "Multi-Level Marketing – Problems & Solutions", highlighted that in India a few companies have introduced MLM on a very large scale by quoting and promising very high returns. A large number of the people belonging to the middle class have joined this business by paying an entry fees. The success of MLM lies in the ability of a member to convince customers about the laws relating to contract employment, part-time employment etc.[18]
- MEGHA SHARMA AND GURPREET KAUR (2014) in the study entitled "Comparative study on Amway & Avon on the basis of MLM" explained that most people are aware about the term "Networking" but they get confused when they listen to the term "Multi-Level Marketing". There is a need of creating more awareness about networking. People use the products but they are not aware about the companies. If a person who knows about the

companies, he/she fails to understand the plans of companies, commissions for selling the product and advantages of being in branches i.e. Networking or Multi-level marketing.[19]

- ABDUL ASSIS KOROTH (2013) conducted a study on "The Influence of Demographics on the Perception Level of Multi-Level Marketing Distributors" and identified the perception level on basis of demographic factors i.e. Male distributors perceived the concept of MLM in a better way than female distributors. There was a significant correlation between education and level of perception to Multi-Level Marketing. Government or private employment were perceived well the whereas more than half of the respondents who were unemployed had poor perception about MLM. Higher level of income tends to have a higher level of MLM perception.[20]
- RADHA RANI AND NARENDER KUMAR (2013) in the study entitled "Multi-Level marketing versus pyramid schemes" stated that it is a system of organizing and compensating the sales force of the company. It may be explained as an organizational structure in which members are compensated in two ways. First, they receive commission on the product they sell and secondly they receive commission on the products sold by their downline.[21]
- KIAW SEE ONG CECILIA AND ERNEST (2007) conducted a study on "Why Malaysians join and stay on in a Multi-Level Marketing company" and identified the reasons why Malaysians join and continue to remain in the industry. They found some of the significant factors that contribute to the attraction of the MLM industry.[22]
- NARAYAN P.N. VYAS (2005) in the study "Network Marketing – an entrepreneurial opportunity with low investment" identified the complexities of MLM. He compared network marketing with other conventional business organizations and concluded that network marketing is the fairest system because it compensates people based on their contributions and efforts.[23]
- SANJIB DUTTA AND SWAPNA KINGI (2005) examined the growth of the direct selling company Tupperware in the Indian market. They found that Tupperware followed a

marketing strategy that comprised of three P's- Product, Party plan and People. Tupperware customized its products according to the Indian needs and fixed its prices 25% below the regular Tupperware portfolio.[24]

- SMRITI SOOD, PRIYADARSHINI AND ANITA SHARMA (2004) found the factors of perception that Tupperware consumers associate with Tupperware products. They collected data from 272 Tupperware users from the Chandigarh region.[25]
- MEERA SHENOY (2002) in the study entitled "Brushing up strategies" found that Amway India had registered a 100 percent growth annually for three years. She took a review of the future plans of Amway to include home tech category including water filter, food storage and cookware to increase its market share.[26]
- PUNAM (1999) in "Amway finds it way" found that the business of the company was increasing day by day. The company has over 2.5 lakh distributors- half of them sell products of the companies like Tupperware and Oriflame in India. She concluded that each Amway distributor is also a prospective user of Amway products and promotes company's product in their network[27]

NEED OF STUDY

Direct selling market of India stands at 20th rank with $1186 million (CAGR 7.2% of 3 Yr.) in 2015. By 2025 it will be offering self-employment opportunities to 18 million people and employment to 2.5 million people by allied activities.[28] According to Amit Chadha, Secretary General of IDSA, Unemployment is one of the biggest concerns for the government and it requires a combined effort of government and industries. Direct selling industry has shaped the career of millions of Indians especially the unskilled ones who have not found a place in the mainstream by improving their interpersonal skills.

Also, today's uncertain financial climate like recession and cost cutting factors of companies, fear of people regarding their job security, savings investments, pension and other financial necessities have created need of extra source of income with low and safe investment to meet

expenses effectively. During recession the direct selling industry had proven to be resilient and due to this, financial expert say it is a "recession proof" industry.

Multi-Level Marketing has a lot of potential for providing self employment opportunities to Indian workable human power to raise their living standard. The Prime Minister has focused on generating self employment skills through “Skill India” Campaign. Also, in previous studies there are various factors like perception, legality, demography, structure and compensation plan that have been studied but there are no adequate studies on factors like practices, challenges and prospects which have great impact on individuals, society and economy of India. It suggests that further research needs to be conducted to identify the practices, challenges and prospects of Multi-Level Marketing.

OBJECTIVES OF STUDY

1 To compare the marketing plans of selected Multi-Level Marketing corporations.

2 To analyze the practices of selected Multi-Level Marketing corporations.

3 To assess the satisfaction level of networkers of selected Multi-Level Marketing corporations.

4 To identify the challenges of Multi-Level Marketing in India.

5 To explore the prospects of Multi-Level Marketing corporations in India.

HYPOTHESES

The researcher would like to test the validity of the following hypotheses with reference to objectives

H_{01} There is no significant difference in the practices of selected Multi-Level marketing Corporations.

Explanation- Under this hypothesis researcher will find the relation between different practices adopted by selected companies.

H_{02} Practices and satisfaction of networkers of selected Multi-Level Corporations are independent to each other.

Explanation- Under this hypothesis researcher will find the relation between practices adopted by the selected corporations and satisfaction of its networkers.

Further researcher will develop sub hypotheses for above given hypotheses in the study

OBJECTIVES	HYPOTHSES
To analyze the practices of Multi-Level marketing companies.	There is no significant difference in the practices of Multi-Level marketing companies.
To assess the satisfaction level of networkers of Multi-Level marketing companies.	Practices and satisfaction of networkers are independent to each other.

Table 2: objectives and respective hypotheses

RESEARCH METHODOLGY

As the study requires in-depth knowledge and analysis of data the research would be descriptive, comparative as well as analytical in nature.

SCOPE OF STUDY

The study will be covering top four ranked Urban Agglomeration (rank based upon population according to census 2011) of Uttar Pradesh i.e. Kanpur, Lucknow, Ghaziabad and Agra[29].

An urban agglomeration is an extended city or town area comprising the built-up area of a central place (*usually a municipality*) and any suburbs linked by continuous urban area.

COMPANIES SELECTED FOR STUDY

In each selected city, top three MNCs of Multi-Level marketing i.e. Amway, Avon, and Herbal life (among top 100 MLM companies on the basis of total global sales in 2016 [30] and listed in IDSA) are selected for the study.

SAMPLING TECHNIQUES

The researcher would like to select the sample (Networkers of corporations) on the basis of the following sampling techniques-

- **Stratified random sampling-** In the study, Stratified random sampling will be used for which researcher will develop strata of the corporations in each selected city and will draw

the samples (networkers) randomly from the sampling frame i.e. company directory or other suitable records of corporations.

- **Snowball sampling** – The researcher will use this technique for selecting sample units (Networkers) if the stratified random sampling technique does not provides required samples size.

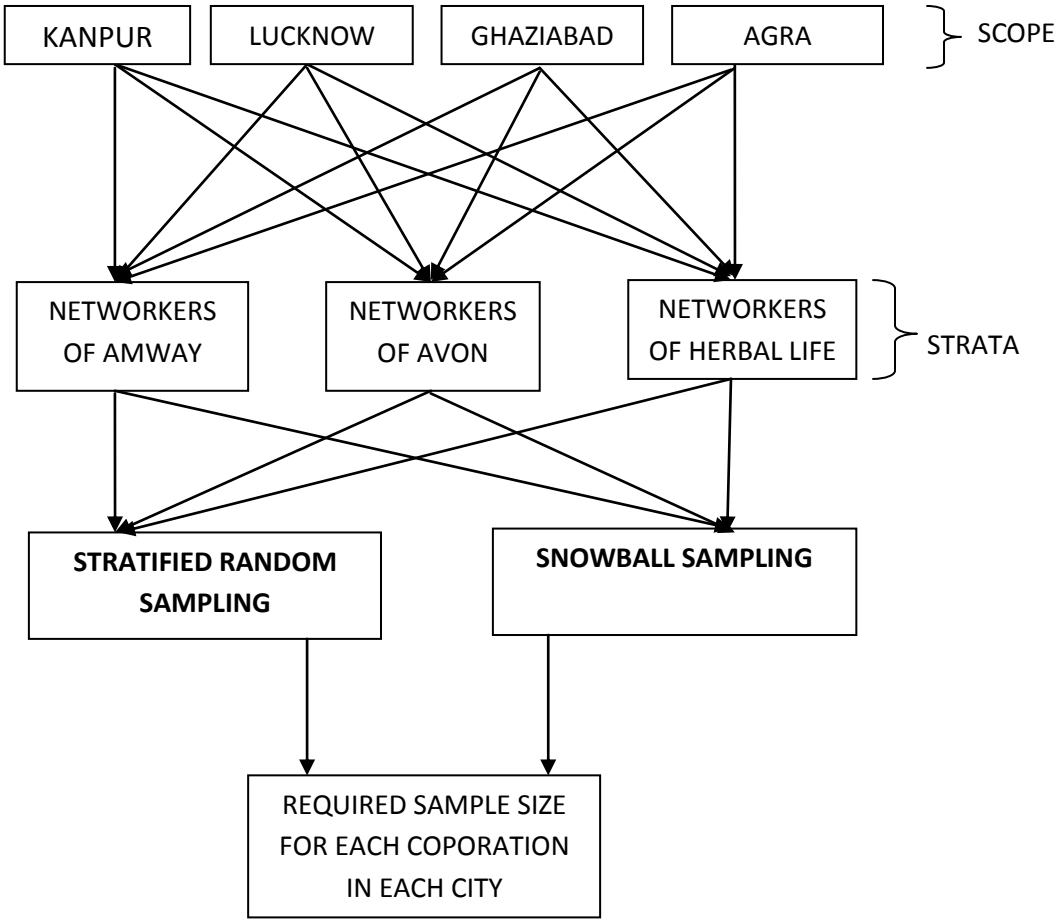

FIGURE: 4 Framework of Sampling

SAMPLE SIZE

The following sample size formula for infinite population will be used to arrive at a representative number of respondents (Bill Godden, 2004):

$$SS = \frac{Z^2 \times p\,(1-p)}{M^2}$$

SS= $\{1.96^2 \times 0.5(1-0.5)\} \div 0.05^2$

SS= $(3.8416 \times 0.25) \div 0.0025$

SS= $(0.9604) \div 0.0025$

SS=384.16

Where:

SS= Sample Size for infinite population (more than 50,000)

Z = Z value (e.g. 1.96 for 95% confidence level)

P = population proportion (expressed as decimal) (assumed to be 0.5 (50%) since this would provide the maximum sample size).

M = Margin of Error at 5% (0.05)

In this study although a minimum sample size of 384 is suggested on the basis of above mentioned formula making it the true representative of the population, yet the researcher will take the sample size of 600 to make it more authentic and unbiased.

SAMPLE COMPOSITION

The distribution of samples of 600 for collecting Primary data from respondents for conducting the research as follows:

Company/city	AMWAY	AVON	HERBALIFE	TOTAL
KANPUR	50	50	50	150
LUCKNOW	50	50	50	150
GHAZIBAD	50	50	50	150
AGRA	50	50	50	150
TOTAL	200	200	200	**600**

Table 3: Distribution of samples

SOURCES OF DATA COLLECTION

The data collection for the proposed research will be based on both primary and secondary data.

Primary Data

Primary data will be collected from the respondents (Networkers) with the help of a self-structured questionnaire which will be executed to respondents for pilot study. Any amendment which would be felt necessary will be made in final questionnaire before administering it to all respondents.

Secondary Data

The secondary data would be collected from different sources like companies annual reports, websites of companies and other information related to the study would be collected from library, journal, published papers, books etc.

STATISTICAL TOOLS FOR ANALYSIS

For data analysis and hypotheses testing the researcher would be used Chi-Square Test, ANOVA and other suitable tests of significance as required.

OBJECTIVES	HYPOTHSES	STATISTICAL TOOLS
To analyze the practices of Multi-Level marketing companies.	There is no significant difference in the practices of Multi-Level marketing companies.	ANOVA
To assess the satisfaction level of networkers of Multi-Level marketing companies.	Practices and satisfaction of networkers are independent to each other.	CHI SQUARE TEST

Table 4: Objective with hypotheses and respective statistical tools

RELIABILITY

The test of reliability used by researcher is Cronbach's coefficient alpha (Cronbach's alpha) which will test the consistency of respondent's answers to all

the items in the measurement. Cronbach alpha of all variables exceed 0.7 which makes it acceptable, in fact since they range for 0.7 to 0.9 they are acceptable to excellent measures.

PROPOSED OUTLINE OF THE STUDY

CHAPTER-1 INTRODUCTION

CHAPTER-2 REVIEW OF LITERATURE

CHAPTER-3 RESEARCH METHODOLOGY

CHAPTER-4 ANALYSIS OF DATA

CHAPTER-5 RESULTS AND FINDINGS

CHAPTER-6 CONCLUSIONS AND SUGGESTIONS

ANNEXURES- I- BIBLIOGRAPHY

II- QUESTIONNAIRE

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3 https://www.youtube.com/watch?v=kY-hvdAkqvU

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